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Strategic plan for 2011-2013

United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013**

Summary

The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) was established by General Assembly resolution 64/289 of 2 July 2010 on system-wide coherence, with a mandate to assist Member States and the United Nations system to progress more effectively and efficiently towards the goal of achieving gender equality and the empowerment of women.

This first strategic plan, 2011-2013, sets out the vision, mission and priorities of the organization in supporting Member States and the United Nations system. The plan is driven by a longer-term vision, goals and results to 2017, and it will be reviewed in 2013. In line with the results frameworks of other United Nations organizations, the UN-Women unified results framework contains three interrelated components: (a) a development results framework, (b) a management results framework, and (c) an integrated resources framework.

The development results framework comprises six main goals, each supported by defined outcomes, targets and indicators. Central to the realization of these goals is the coordination and support role of UN-Women within the United Nations system. The goals are: (a) to increase women's leadership and participation in all areas that affect their lives; (b) to increase women's access to economic empowerment and opportunities, especially for those who are most excluded; (c) to prevent violence against women and girls and expand access to survivor services;

* UNW/2011/L.2.

** While this first strategic plan covers the period from 2011-2013, it is driven by a longer-term vision, goals and results to 2017 and will be assessed and revised in 2013 in order to align with the planning cycles of other United Nations agencies, funds and programmes.

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(d) to increase women's leadership in peace and security and humanitarian response; (e) to strengthen the responsiveness of plans and budgets to gender equality at all levels. The sixth goal involves support for a comprehensive set of global norms, policies and standards on gender equality and women's empowerment that is dynamic, responds to new and emerging issues, challenges and opportunities and provides a firm basis for action by Governments and other stakeholders at all levels.

The management results framework presents four system-level output clusters that are essential to support by UN-Women for development results. These are: (a) to drive more effective and efficient United Nations system coordination and strategic partnerships; (b) to institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation; (c) to enhance organizational effectiveness featuring robust capacity and efficiency at country and regional levels; and (d) to mobilize and leverage adequate resources to enable UN-Women to strengthen its institutional capacity in line with the ambition and vision leading to its creation. The integrated resources framework shows the planned projected total income of UN-Women for the strategic plan, 2011-2013, and indicates how these funds are apportioned.

This document addresses the modalities for launching the strategic plan at country, regional and global levels and stresses the need to adapt the organizational structure of UN-Women to support efficient and effective implementation.

Elements of a decision

UN-Women looks forward to the guidance and endorsement of the implementation of its strategic plan, 2011-2013, by the Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women.

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* Available in English from www.unwomen.org/about-us/governance/executive-board.

I. Introduction

1. The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) was established by the General Assembly in its resolution 64/289 on system-wide coherence, with a mandate to assist countries and the United Nations system itself to progress more effectively and efficiently towards the goal of achieving gender equality, women's empowerment and upholding women's rights. This strategic plan, developed pursuant to paragraph 77 of resolution 64/289, is the first such plan created by UN-Women. The plan lays out the priorities of the organization for achieving these goals up to 2017, which it will assess and revise in 2013, in order to align it with the planning cycles of other United Nations agencies.

2. The UN-Women vision is a world in which societies are free of gender-based discrimination, where women and men have equal opportunities, where the comprehensive economic and social development of women and girls is ensured so that they can lead the changes that they want to see, where gender equality and women's empowerment are achieved and where women's rights are upheld in all efforts made towards further development, human rights, peace and security.

3. The UN-Women mandate brings together those of the four pre-existing entities,[1] calling on the Entity to have universal coverage, strategic presence and ensure closer linkages between the norm-setting intergovernmental work and operations at the field level. The mandate is guided by the Beijing Platform for Action,[2] the Convention on the Elimination of All Forms of Discrimination against Women,[3] the United Nations Millennium Declaration,[4] relevant General Assembly, Economic and Social Council, Commission on the Status of Women and other applicable United Nations instruments, standards and resolutions. Central to the UN-Women mission is its role in leading and coordinating United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into concrete action at the country level.

4. The mission statement of UN-Women was set out in the report of the Secretary-General on a comprehensive proposal for the new entity, as follows:

> Grounded in the vision of equality enshrined in the Charter of the United Nations, the composite entity will work for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the centre of all its efforts, the composite entity will lead and coordinate United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It will provide strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors (A/64/588, para. 5).

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[1] The United Nations Office of the Special Adviser on Gender Issues and Advancement of Women, the United Nations Division for the Advancement of Women, the United Nations Development Fund for Women and the International Research and Training Institute for the Advancement of Women.

[2] *Report of the Fourth World Conference on Women, Beijing, 4-15 September 1995* (United Nations publication, Sales No. E.96.IV.13), chap. I, resolution 1, annex II.

[3] United Nations, *Treaty Series*, vol. 1249, No. 20378.

[4] See resolution 55/2.

5. This first strategic plan of UN-Women:

(a) Incorporates the strategic elements of the Under-Secretary-General and Executive Director's vision and 100-day action plan, presented at the first regular session of the Executive Board (24-26 January 2011);

(b) Provides the framework and direction for UN-Women support to Member States,[5] its partnerships with women's organizations and networks, other civil society organizations, academia and experts, the mass media and the private sector, and for its efforts to build institutional capacity to undertake the functions laid out in its founding resolution. This framework allows for a flexible response to national priorities and needs, as per the requests of Member States and the United Nations system;

(c) Articulates the commitment of UN-Women to lead the coordination for enhanced coherence and accountability within the United Nations system in providing effective support to countries in advancing gender equality and the empowerment of women, including through targeted funds to support key priorities, such as the Fund for Gender Equality and the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women;

(d) Focuses on results, indicators and targets enabling UN-Women to measure performance and contributions at the national, regional and global levels. In so doing, it combines the assets of the pre-existing entities and ensures synergies to propel significant change in how the United Nations responds;

(e) Derives from an analysis of partners' expectations in the coming years. This analysis builds on a country-level field capacity assessment, followed by over 120 consultations in 71 countries and a global partner survey;

(f) Aligns in both its periodicity and structure with the strategic plans of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF). The Plan is driven by a longer-term vision, goals and results to 2017, to be reviewed in 2013. This will ensure alignment with the strategic planning cycles of other United Nations organizations and harmonization between Executive Boards, as well as with the quadrennial comprehensive policy review of operational activities for development of the United Nations system;

(g) Builds on the momentum generated by the 30-year anniversary of the Convention on the Elimination of All Forms of Discrimination against Women, the 15th anniversary of the Beijing Platform for Action, the 10-year anniversaries of Security Council resolution 1325 (2000) on women and peace and security and the Millennium Declaration, and relevant instruments, standards and resolutions of the General Assembly, the Economic and Social Council and the Commission on the Status of Women. These have provided opportunities for Member States and other stakeholders to identify remaining implementation gaps between the global normative and policy commitments and women's daily realities. The strategic plan thus sets out to support Member States in closing these gaps in the context of national priorities, and in partnership with other stakeholders.

[5] In accordance with resolution 64/289, para. 51 (d), UN-Women will work in consultation with the respective national machineries for women and/or designated focal points.

II. Context

A. Opportunities and challenges

6. Governments are increasingly recognizing that they cannot develop and prosper without fully engaging one half of their population. Where women have access to quality education, jobs, land and other assets, growth and stability are enhanced. There is also lower maternal mortality, improved child nutrition, greater food security and less risk of HIV and AIDS. The World Economic Forum *Global Gender Gap Report 2010* calculates that in 134 countries for which data is available, greater gender equality generally correlates positively with higher gross national income.[6] The world is witnessing more women taking their place alongside men, in using new technologies in creative ways, whether to market their products globally or to support movements for democratic transformation.

7. Nonetheless, many challenges remain. Achievement of the Millennium Development Goals is impeded by inadequate investment in the gender dimensions of the Goals. Reducing poverty Goal 1 depends on improving access to decent work, particularly for women and young people, and securing access to assets including land. Reducing hunger depends on real and equal access to and control over productive resources for men and women in rural areas. The Food and Agriculture Organization of the United Nations (FAO) notes that investing in women farmers and closing the gender gap in agricultural productivity would reduce the number of under-nourished people by 12 to 17 per cent. That translates into 100 to 150 million fewer people living in hunger.[7] Despite the recognized role of women in combating food insecurity and poverty, and the importance of women's access to sustainable energy, water, sanitation, education and health to the overall development of a country, funding streams have not matched policy commitments. The Organization for Economic Cooperation and Development (OECD) statistics show that of the $18.4 billion spent on agricultural aid between 2002 and 2008, donors reported that just 5.6 per cent included a focus on gender.[8]

8. The Millennium Development Goal targets for education and health (Goals 2, 3, 4, 5 and 6) cannot be met unless all girls have the chance to go to school and women's sexual and reproductive health is addressed. Despite estimates that up to 70 per cent of maternal deaths could be prevented through well-known measures, the number of deaths has decreased by only 2.3 per cent per year since 1990, far below the 5.5 per cent needed to achieve global targets by 2015. Progress towards gender equality has been positive in some aspects of education and health in many regions — with the number of girls enrolled in primary school increasing to 96 girls for every 100 boys in 2008, up from 91 girls for every 100 boys in 1999. National averages mask differences between women and regional disparities persist. Worldwide, girls from rural areas, ethnic minorities and indigenous groups are particularly disadvantaged, with the lowest levels of literacy and education.

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[6] Ricardo Hausmann, Laura D. Tyson, Saadia Zahidi, *The Global Gender Gap Report 2010* (World Economic Forum, Geneva, 2010).

[7] Food and Agriculture Organization of the United Nations, *The State of Food and Agriculture 2010-11, Women in Agriculture: Closing the Gender Gap for Development* (Rome, 2011).

[8] UN-Women calculations are based on the OECD creditor reporting system database http://stats.oecd.org; extract from "Gender Justice: Key to Achieving the Millennium Development Goals", UN-Women, September 2010, page 9.

9. While the global economy has shown signs of recovery from the economic and financial crisis,[9] for jobs and livelihoods the picture is less promising. Employment is stagnant in most of the developed world and job growth elsewhere is mostly in informal work, lacking security or benefits and often poorly paid, particularly for women. Women still earn on average 17 per cent less than men, and they constitute two thirds of the world's illiterate. Globally, 53 per cent of women work in vulnerable employment, with a rise to 80 per cent in South Asia and sub-Saharan Africa. Of the 215 million international migrants in 2010, half are women — the bulk concentrated in the unprotected informal manufacturing and service sector.[10] For women, the crisis has also been felt in terms of rising food and commodity prices and the World Bank estimates that rising food prices have pushed 44 million people into poverty since June 2010.[11] The situation is aggravated by the impact of climate change, which poor women experience as a daily reality, especially in rural areas.

10. Despite the ratification of the Convention on the Elimination of All Forms of Discrimination against Women by 186 countries and impressive progress at the national level in reforming constitutions and legal codes to uphold gender equality, many laws permit discriminatory practices such as those relating to land, property rights and employment benefits. The difficult pathway to accessing justice, especially for the poorest women and girls, remains an impediment to efforts to eliminate gender-based discrimination. While women's rights advocates have successfully placed violence against women and girls on public policy and global security agendas, the rates of violence that women and girls face at home and in public places too often reach pandemic proportions, including sexual violence when used as a tactic of war.

11. Women's voice, leadership, participation and representation are important pathways to empowerment and rights, and to establishing inspirational role models for young people. As of January 2011, only 26 countries had achieved or surpassed the 30 per cent critical mass mark for women's representation in parliament, with 23 of them using quotas to achieve this representation. Globally, only 17 per cent of ministers are women, with the plurality of these posts in the social sector, as opposed to trade, finance or security. The highest positions are even more elusive; currently only 19 elected heads of State and Government are women. At the local level, elected women councillors are underrepresented in all regions of the world and women mayors even more so. Women's representation in community-based organizations and sectoral policymaking bodies — from farmers' cooperatives to national AIDS councils — is essential to building long-term leadership skills.

12. In conflict and post-conflict situations as well as in situations of humanitarian emergencies and natural disasters, gender dimensions are seldom considered. Since 1992, fewer than 10 per cent of peace negotiators have been women, with little improvement since the passage of Security Council resolution 1325 (2000). Analysis of planning frameworks and funding mechanisms — ranging from the United Nations Development Assistance Framework, post-conflict needs assessments, poverty reduction strategy papers, and multi-donor trust funds in 12 countries —

[9] International Monetary Fund, *World Economic Outlook Update*, 26 January 2011.

[10] International Organization for Migration, *World Migration Report*, 2010.

[11] World Bank, Food Price Watch, February 2011, available from www.worldbank.org/foodcrisis/food_price_watch_report_feb2011.html.

shows on average less than 6 per cent of budgets make provision for addressing the needs of women and girls. Additionally, addressing the so-called "youth bulge" — taking into account the differing needs and situations of young men and women — is crucial to longer-term peace and security, economic recovery and sustainable development.

13. In responding to these many challenges, the establishment of UN-Women was a response to significant gaps in the ability of the United Nations system to respond to country demand for support to advance gender equality. These gaps include: (a) inadequate coordination and coherence due to weak linkages between intergovernmental agreements and implementation on the ground; (b) lack of accountability in relation to leadership and voice on gender equality in the United Nations system; (c) inadequate authority for the organizations and individuals in the United Nations system tasked with supporting gender equality; and (d) inadequate resources.[12]

14. The founding resolution of UN-Women calls upon it to lead, coordinate and promote accountability of the United Nations system in its work on gender equality and the empowerment of women. To do so requires work at a number of levels across the system through such mechanisms as the United Nations System Chief Executives Board for Coordination (CEB), its High-level Committees on Programmes and Management and the Inter-Agency Network on Women and Gender Equality. These also need to be linked to: (a) regional-level initiatives through the regional commissions and regional coordination mechanisms; (b) the organizational level, in partnership with individuals or small groups of United Nations organizations in relation to specific shared themes or concerns; and (c) the country level, through the United Nations Development Group, regional directors' teams and directly with United Nations country teams.

15. At the second regular session of CEB in 2006, its members committed themselves to pursuing the goals of the United Nations system-wide policy on gender equality and the empowerment of women and the strategy on gender mainstreaming adopted by the Economic and Social Council in its agreed conclusions 1997/2, as a means to accelerate gender mainstreaming within the policies and programmes of the United Nations system. It called for a system-wide action plan comprising indicators and timetables, allocation of responsibilities, and accountability mechanisms and resources in order to effectively make the strategy operational (see CEB/2006/2).

16. Interest has been expressed in a system-wide division of labour on gender equality and women's empowerment. In order to respond to national priorities, United Nations system partners are working together to provide the best support possible based on the comparative advantage of agencies at the country level. Current efforts are building on system-wide strategies and accountability related to peace and security, ending violence against women and girls and the gender dimensions of HIV and AIDS responses. Progress will also be made in other goal areas to ensure coherence in the United Nations system response to the needs of national partners. UN-Women has a critical role in advocating for the inclusion of

[12] These are acknowledged in General Assembly discussions in response to the Deputy Secretary-General's "Note on the United Nations System Support to Member States on Gender Equality and Women's Empowerment", submitted on 5 June 2008 in the lead-up to the establishment of UN-Women.

gender equality issues in all sectors in partnership with and in support of the United Nations system. Further, UN-Women has an essential role in supporting the monitoring of progress on implementation of United Nations system commitments.

17. Following up on successive Security Council resolutions intended to strengthen the global and United Nations system-wide response to supporting women's role in conflict resolution and prevention, UN-Women has been tasked with a number of key coordination priorities. UN-Women is facilitating the United Nations system in finalizing a road map outlining its obligations in supporting the implementation of Security Council resolution 1325 (2000). In partnership with the Peacebuilding Support Office, UN-Women will support implementation of a seven-point action plan on gender-responsive peacebuilding with pragmatic and specific changes across the United Nations in relation to mediation, post-conflict planning, financing for recovery, elections and governance, civilian deployment, justice and security sector reform, and economic recovery issues.

18. In response to successive General Assembly resolutions on the elimination of all forms of violence against women over the period 2006-2010, UN-Women has a critical role in bringing the system together for a more coherent and effective response. UN-Women will support: (a) intensification of the Secretary-General's global campaign, "UNiTE to End Violence against Women", 2008-2015; (b) implementation of the 2010-2015 strategy of the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women; (c) agreement to a system-wide policy on ending violence against women; and (d) ongoing coordination with the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Special Rapporteur on violence against women, its causes and consequences, and the Special Representative of the Secretary-General for Children and Armed Conflict.

19. UN-Women will support a similar system-wide coordination effort in relation to women's economic empowerment by working with multilateral organizations ranging from UNDP and the International Labour Organization (ILO) to the United Nations Conference on Trade and Development (UNCTAD), the World Bank and regional development banks. At the same time, there are areas where other United Nations bodies lead and where UN-Women will support greater United Nations coordination to incorporate gender equality considerations in relation to HIV and AIDS through the Joint United Nations Programme on HIV/AIDS (UNAIDS), on humanitarian response through the Inter-Agency Standing Committee, on the environment, through the Global Migration Group, and on support to younger age groups, including adolescents. As a leading advocate on women and girls' empowerment within the United Nations system, UN-Women will be an advocate and a source of support to United Nations bodies in advancing women and girls' access to quality education and health, as a precondition for empowering women and girls and achieving gender equality.

20. Ensuring that United Nations country teams and the resident coordinator system have the capacity to advance gender equality is one of the highest priorities of UN-Women. Given that each country situation and each country team is different, multiple and flexible strategies will be required. Annual reviews of resident coordinator annual reports undertaken since 2004 have shown a significant increase in reporting by country teams on gender equality initiatives. For example, 98 per cent reflected gender equality or women's empowerment as a key element in their

workplans in 2009, compared to 49 per cent in 2004. Moreover, 94 per cent of country teams reported on joint initiatives on gender equality, up from 43 per cent in 2004. A number of specific funding mechanisms — such as the Spanish Millennium Development Goal Achievement Fund and the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women — have prioritized support for joint gender equality programming, yielding some impressive initial results.

21. United Nations Development Assistance Frameworks are the planning tool that determine United Nations country team priorities and investments. Based on United Nations Development Group assessments of the United Nations Development Assistance Frameworks, there is improvement in the way that the Frameworks include national level, sex-disaggregated data documenting women's situation in various areas — and an increase in the number of Frameworks that identify gender equality as a cross-cutting theme. UN-Women will build on past lessons learned to support country teams to develop United Nations Development Assistance Frameworks that respond to national priorities for gender equality.

22. The increase in demand from countries emerging from conflict and countries encountering humanitarian emergencies must also be taken into account. Rapid response is essential in these situations; for example, through immediate provision of expert gender advisory capacity to post-crisis needs assessments or through mainstreaming gender perspectives into newly developed constitutions and electoral processes. The window of opportunity that opens up for gender equality and women's empowerment as countries rebuild from crisis and conflict cannot be lost because of inadequate or poorly coordinated capacity within the United Nations system. At the country level, UN-Women will support securing of resources for implementing and monitoring joint programmes, and for coordinating United Nations country team support to countries on reporting on the Convention on the Elimination of All Forms of Discrimination against Women and implementing the concluding observations of the Committee on the Elimination of Discrimination against Women. As other United Nations organizations (UNDP, UNFPA and UNICEF) often take on responsibilities where UN-Women is not present or does not have the capacity, UN-Women will support system-wide guidance, capacity development and monitoring to ensure that every country team benefits from gender equality expertise.

B. Consultations and lessons learned

Global, regional and country-level consultations

23. Prior to the drafting of the strategic plan, consultations were held with approximately 5,000 partners (organizations and individuals), including Governments (26 per cent), civil society and academia (47 per cent), the United Nations system (22 per cent) and international development partners (4.7 per cent). Consultations affirmed the main thematic areas articulated in the Under-Secretary-General and Executive Director's vision and 100-day action plan. Throughout these consultations, partners emphasized the following:

(a) The need to promote women's voices and security in the context of conflict, post-conflict and humanitarian emergencies and to promote women's participation and leadership in these contexts — including in relation to refugees and internally displaced women, and women and girl survivors of violence;

(b) The need to support women's economic empowerment, women's role in decision-making, and the elimination of violence against women and girls; partners strongly linked women's leadership, combating violence against women and girls, and the realization of gender equality commitments to women's access to and control over economic resources and opportunities;

(c) The strong expectation that UN-Women will continue its role as a broker among Governments, civil society and the United Nations system to support the voices of gender equality advocates in various forums, including those advocating for different groups of women;

(d) Enthusiasm for evidence-based advocacy and planning was considerable, with an emphasis on support for research at the country, regional and global levels (including South-South) to inform policy and programmes, for monitoring and analysing the impact of policies and for improved data collection and analysis;

(e) The need to have more comprehensive, long-term outreach programmes to raise awareness at the national level;

(f) The importance of engaging men, youth, religious leaders and non-traditional partners in combating gender-based discrimination throughout the consultations;

(g) The importance of the provision of support by UN-Women to reporting under the Convention on the Elimination of All Forms of Discrimination against Women and to the implementation of the Convention;

(h) The need, in accordance with the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women and other intergovernmental outcomes, to support women, who are often excluded from development processes that have an impact on their lives.

Lessons on priorities for coordination and institutional strengthening

24. Throughout consultations held since the launch of UN-Women, United Nations partners have made clear the main areas that UN-Women should prioritize in providing support to the United Nations system: (a) strengthening the capacity of the United Nations system at all levels to mainstream gender perspectives into individual portfolios and joint programmes of United Nations bodies; (b) supporting improved knowledge on the status of women in individual countries; and (c) leading the United Nations country teams in improving accountability for gender equality, including improved tracking of investments, and implementation of global policies, norms and standards.

25. To ensure institutional capacity is in place to adequately meet the above expectations of partners, UN-Women has launched a field capacity assessment. The results will be used to (a) enable UN-Women to propose a standard model of support to Member States, including its role within the United Nations system; (b) outline the minimum capacities required at country level to deliver this support; and (c) develop an analysis and baseline for what is required to meet this minimum capacity. See annex IV on strengthening the presence of UN-Women in the field, for details on the recommendations arising from the field capacity assessment, including a description of the proposed standard model of support.

26. Leading and supporting the work of United Nations country teams on gender equality is a function that is integral to the work of UN-Women at the country level. Given the importance of this function, the field capacity assessment focused not only on the expectations of United Nations partners, but also on perceptions of the existing capacities of the United Nations system and UN-Women itself. In addition to the three priority areas for United Nations coordination listed above, the main findings that influence the strategic priorities of UN-Women are:

(a) Concerns raised by partners both about the technical capacity of UN-Women, particularly in applying gender equality expertise to specific sectors of United Nations work, and the capacity of existing staff to play a coordination function at country level; this represents a priority area for internal capacity development;

(b) There is no comprehensive assessment of the overall capacity within United Nations country teams to respond to demands for support to advance gender equality and women's empowerment; this may be a future area that UN-Women develops, building on country team performance indicators for gender equality, the ILO gender audit methodology and other tools;

(c) Despite advances in all "Delivering as one" pilot countries, challenges to stronger action on gender equality remain. These include the need to ensure that national development strategies address gender equality priorities, and national and local gender equality advocates are included in the consultative processes of country teams, the strengthening of staff capacities to work on gender equality issues within country teams, and better monitoring of the performance of country teams in relation to gender issues.

III. Strategic directions

A. Priorities

27. As noted in the Under-Secretary-General and Executive Director's vision and 100-day action plan, five thematic priorities, as well as the normative support function of UN-Women, drive the development results framework in the strategic plan. UN-Women is also guided by a set of internal institutional priorities that will ensure that it has the capacity to deliver on its mandate. Although the time frame of the strategic plan is 2011-2013, the programmatic priorities extend well beyond 2013, and will most likely continue to be reflected in the next programming period since they derive from country-defined results, intergovernmental outcomes and norms and standards on gender equality. Internal institutional-level priorities focus on the 2011-2013 time frame and are highlighted in the management results framework in annex II.

28. At the programmatic level, the five thematic priorities of the vision and 100-day action plan define the goals of the development results framework (see UNW/2011/8, para. 19). The sixth goal, high-quality support for intergovernmental and United Nations coordination results, is a priority in its own right. Such coordination is fundamental to the achievement of the programmatic priorities and are mainstreamed into the results framework. The programmatic priorities are women's leadership and participation, including within peace, security and humanitarian

emergency situations; women's economic empowerment; combating violence against women and girls; mainstreaming gender perspectives in planning and budgeting; and support to the intergovernmental processes of the United Nations.

29. At the internal institutional level, UN-Women support will require strengthening. The management results framework elaborates on the following four priorities:

(a) To drive more effective and efficient United Nations system coordination and strategic partnerships, as well as to play a knowledge hub role on gender equality and women's empowerment;

(b) To develop a strong learning culture founded on results-based management, reporting, knowledge management and evaluation;

(c) To enhance organizational effectiveness with robust capacity at country, regional and corporate levels;

(d) To mobilize and leverage significantly greater resources for gender equality and women's empowerment.

30. UN-Women recognizes that there are some important longer-term actions that may not be accomplished during this period. The following steps will be taken to lay the groundwork for these actions: (a) leveraging support for countries to fill critical gaps in generating and using data, statistics, evidence and analysis on gender equality in crucial areas;[13] (b) strengthening and mobilizing partnerships with community leaders, faith-based organizations, religious leaders, men and boys, to tackle entrenched gender stereotypes. Equally important to this task is ensuring that conventional and social media and communications partners strategically support shaping attitudes and behaviours to reverse gender inequality; and (c) as the highest priority, restructuring and upgrading its effectiveness and presence on the ground, at both regional and national levels. While UN-Women will make significant strides in these areas, more work will still be required even after two years. This will also include work to more specifically assess the capacities and needs of different United Nations country teams and different regional entities.

B. Principles

31. The driving principles of UN-Women derive from a combination of those of the United Nations development system and of established founding principles:

(a) Advocacy: to be a strong advocate for the promotion of gender equality and women's empowerment, and ensure a strong voice for women and girls so that they can continue to shape the decisions that impact all areas of their lives;

(b) Knowledge generation: acting as a global broker of knowledge and experience sharing, aligning practice with normative guidance;

[13] While UN-Women will move to achieve this by 2017, it is important to recognize that there remain serious gaps in data and statistics on gender equality in countries worldwide. While UN-Women sees this as a key part of its mandate, it will assess where it can make the greatest difference over the coming years and put in place the required capacity to respond to a more ambitious work programme in relation to knowledge management in the next plan.

(c) National ownership: reaffirming the key importance of national ownership and national leadership, and underscoring that there is no "one size fits all" approach to development and development assistance, in alignment with national development plans and strategies;

(d) Inclusiveness: highlighting the crucial role that men and boys play as actors and partners in promoting women's rights and gender equality, and dedicating, where appropriate, UN-Women efforts to the poorest women and those that are excluded, including rural women, indigenous women, women from racial and ethnic minorities, women with disabilities, women living with HIV and AIDS, and other marginalized groups;

(e) United Nations system coherence: promoting and contributing to national ownership, using core comparative advantages, and assuring maximum effectiveness, accountability, transparency and performance measured by results and outcomes;

(f) Affirmation of justice and equality;

(g) Transformation of relationships at the individual, family, community, national and global levels towards gender equality and the empowerment of women;

(h) Complementarity of UN-Women with other United Nations bodies is crucial. The establishment of UN-Women does not relieve any other part of the United Nations system from responsibility for contributing to the promotion of gender equality and women's empowerment;

(i) Sustainability: the vital role of women in development in all its dimensions, including economic, social and environmental.

32. In line with the United Nations system-wide common understanding, UN-Women will apply a human rights-based approach to development planning[14] to operationalize the right to development. The common understanding emphasizes that all development cooperation programmes, policies and technical assistance should further the realization of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments. It specifies that development cooperation contributes to the capacity-building of "duty bearers" to meet their obligations and/or of "rights holders" to claim their rights.

33. UN-Women will apply funding principles pursuant to resolution 64/289, as well as administrative principles associated with harmonized cost classification, cost-sharing, procurement, audit and evaluation, as set out in the financial regulations and rules for UN-Women approved by the Executive Board at its resumed first regular session of 2011 (see UNW/2011/5/Rev.1 and UNW/2011/5/Add.1) and in future Executive Board decisions.

[14] The United Nations statement of common understanding on a human rights-based approach to development cooperation and programming was adopted by the United Nations Development Group in 2003 to ensure that United Nations agencies, funds and programmes consistently apply a human rights-based approach to common programming processes at global and regional levels, and especially at the country level in relation to common country assessments and United Nations Development Assistance Frameworks.

IV. UN-Women results frameworks

34. In line with the results frameworks of other United Nations organizations, the UN-Women unified results framework contains three interrelated components: (a) the development results framework that includes country-owned development results and relevant intergovernmental normative results and United Nations coordination; (b) the management results framework; and (c) the integrated resources framework. Accountability for contributing to the goals and outcomes of this plan is shared among the pertinent development partners in accord with results-based management principles. As such, UN-Women will be directly and fully accountable for: (a) delivering on outputs of the development results framework; (b) delivering on all management results; (c) stewardship of the resources with which it is entrusted; and (d) monitoring and reporting on achievements and challenges. The sections that follow provide a narrative overview of each framework and should be read along with the more detailed results frameworks contained in annexes I, II and III.

A. Contribution to development results

35. The development results framework highlights the substantive goals, outcomes and outputs that UN-Women programmes and services will support. It builds on an understanding that the pathway to change is different for individual countries and contexts and that one size does not fit all. While gender equality and women's empowerment require a strong legal and normative basis at the global and regional levels, and support for their integration into national standards, laws and policies, and their subsequent implementation, the past several decades have shown that laws and policies alone are not sufficient. Building political will and changing entrenched attitudes that perpetuate gender-based discrimination — from using popular culture to engaging youth to make visible the roles men's groups play in defending women's rights — are critical to future progress.

36. The long-term impact will be the achievement of gender equality and women's empowerment, and women's rights upheld worldwide. This statement encompasses implementation of the commitments of Member States in the Beijing Platform for Action, the Millennium Declaration, the Convention on the Elimination of All Forms of Discrimination against Women and relevant outcomes of the General Assembly, the Economic and Social Council, the Commission on the Status of Women and other applicable United Nations instruments, standards and resolutions, as well as a number of regional agreements.

37. The six strategic plan goals described below are interlinked and interdependent. The first four goals focus on increasing access for women and girls to resources, services and support for enhancing their leadership and representation, increasing their economic power, and eliminating all forms of violence against women and girls. The remaining two goals pertain to strengthening institutional accountability for gender equality. While UN-Women will pay particular attention to supporting the United Nations system to provide coherent support in these six goal areas, it will also utilize a holistic approach, working in partnership with other United Nations organizations on other goal areas crucial to gender equality and women's empowerment. In working towards these goals, UN-Women will provide support for training and professional education opportunities for women to continue to take on leadership roles and to work for change.

Development results framework goal 1: to increase women's leadership and participation

38. This goal is aligned with both the Millennium Development Goals and resolutions that have emerged from relevant intergovernmental processes that promote greater representation of women. It tracks representation and participation of women in political parties and political decision-making — from the national to the local level — as well as women's representation, leadership and influence in other areas of civic engagement. While keeping country specificity in mind, the goal prioritizes increasing opportunities for women's leadership at the front line of service delivery. Finally, it highlights the accountability of the United Nations for meeting its commitment to increase the numbers of women in leadership positions.

39. Outcome-level results include supporting the adoption and implementation of constitutional reforms and other measures in laws and policies, including temporary special measures; gender-responsive electoral management; and institutional change to attract more women into leadership positions in service delivery institutions, from law enforcement to national AIDS councils. Intergovernmental and coordination results focus on achieving continued reinforcement and monitoring to increase women's participation in leadership. Inter-agency results seek greater coherence in policy advice provided by the United Nations to Governments to create incentives and measures to expand women's leadership in political and other spheres. The support of UN-Women for expanding and improving women's political participation through inter-agency partnerships, technical support to Governments and civil society, and grants provided through the Fund for Gender Equality will all feed into progress tracking in this goal area. Key United Nations partners for UN-Women on women's political participation include UNDP and the Department of Political Affairs.

Development results framework goal 2: to increase women's access to economic empowerment and opportunities

40. Multiple dimensions of women's access to sustainable livelihoods, decent work and wealth creation underpin this goal. The indicators derive from Millennium Development Goals 1 and 3, which will enable better data collection. Work in this area takes women's economic opportunities into account at all levels, with a strong focus on women who are often excluded, including rural women. Outcome-level results include adoption and implementation of laws and policies that expand women's economic assets and security, from laws and policies to guarantee equal access to land and property to supporting countries in developing bilateral agreements that strengthen protection for women migrant and domestic workers. The result area also focuses on gender-responsive infrastructure, transport, energy and other services that reduce women's time burden and enhance their productivity. It also tracks changes that private sector companies can make to level the playing field for women — projecting that an additional 500 companies will adopt or replicate the Women's Empowerment Principles: Equality Means Business or the "Gender Equity Seal" — and to support the least developed countries, as per their request, in the development of proposals to promote gender equality under the sixteenth replenishment of the International Development Association.

41. The UN-Women multi-donor Fund for Gender Equality provides grants aimed at continuing to improve women's access to and control over economic resources,

and promotes replication of existing programmes that were previously funded, such as multi-purpose services in markets to increase women's productivity and well-being.

42. At its fifty-sixth session, in 2012, the Commission on the Status of Women will have the opportunity to deepen normative agreements in support of rural women and gender-responsive financing and financial services. The plan also envisions agreement in CEB and coordinated implementation across the multilateral system to enhance support to women's economic opportunities and rights. This initiative would involve United Nations and international financial institutions and regional development banks, as well as strong partnerships with UNDP, ILO, the United Nations Environment Programme, FAO and the International Fund for Agricultural Development. UN-Women will also extend support to the Global Forum on Migration and Development and the Global Migration Group.

Development results framework goal 3: to prevent violence against women and girls and expand access to services

43. Building on intergovernmental agreements to strengthen efforts to end all forms of violence against women and girls, as well as the commitments of the Secretary-General's "UNiTE to End Violence against Women" campaign, this goal highlights the importance of strengthening prevention, as well as expanding services to survivors of violence and addressing issues of justice and impunity. Outcome-level results include adoption, strengthening and implementation of laws, policies and strategies to end all forms of violence against women and girls. UN-Women will track the contribution of the United Nations system to supporting countries, at their request, to introduce national legislation, develop multisectoral national action plans and expand the range and outreach of one-stop services, increase the responsiveness of the justice system, and adopt minimum quality standards for service delivery. UN-Women support will lead to the enhanced engagement of men and boys in combating violence against women and girls and continued social mobilization for zero tolerance of violence against women and girls.

44. UN-Women will serve as a leading global knowledge hub on evidence-based and effective approaches, including assurance of quality standards in service delivery. To strengthen inter-agency efforts, UN-Women will work with partners across the system to strengthen a joint and comprehensive framework for action to end violence against women, stimulate increased joint programming on eliminating violence against women on the ground, strengthen efforts with UNICEF, the United Nations Human Settlements Programme (UN-Habitat) and women's networks to support replication of at least 35 models of "Safe Cities for Women and Children", and will also continue to expand inter-agency involvement in enhancing the impact and resources for programmes supported by the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women.

Development results framework goal 4: to increase women's leadership in peace, security and humanitarian response

45. This goal encompasses the contributions of UN-Women to the implementation of relevant intergovernmental commitments, including those from the Beijing Platform for Action, Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009) and 1960 (2010) on women and peace and security, and relevant regional commitments. Progress towards this goal will be tracked on the

basis of the percentage of women beneficiaries of United Nations-led temporary employment programmes, the percentage of multi-donor trust funds dedicated to women's empowerment and patterns of sexual violence in conflict and post-conflict countries. Results in this area build on considerable work undertaken to enhance coordination across the United Nations system, including through United Nations Action against Sexual Violence in Conflict, a seven-point action plan developed in partnership with the Peacebuilding Support Office, and the draft road map for implementation of Security Council resolution 1325 (2000). Support to existing coordination mechanisms to generate a more effective United Nations system-wide humanitarian response to respond to the specific needs of women and girls will also be a focus of UN-Women, working with partner agencies, including the Office for the Coordination of Humanitarian Affairs, and membership of the Inter-Agency Standing Committee. Outcome-level results will include stronger incorporation of gender equality commitments in conflict and post-conflict response, including within peace agreements; increased representation of women as mediators and negotiators; and gender-responsive truth and reconciliation commissions. Women's organizations will have increased capacities and opportunities to influence peace processes. A key indicator of success will be that measures to protect women and girls are included in Force Commander directives and multidimensional mission concepts of operations, with a target that 100 per cent of such directives include these measures by 2015.

Development results framework goal 5: to strengthen the responsiveness of plans and budgets to gender equality at all levels

46. In the Beijing Platform for Action, Member States called for the integration of a gender perspective into all policies and programmes. Systematic capacity development and monitoring systems must be institutionalized to ensure budgets, national plans and the evidence base for gender equality are adequate for implementing visionary legal and policy frameworks. UN-Women will build on the efforts and significant progress of partners to track a range of planning and budget parameters.[15] Member States will be able to rely on UN-Women and United Nations country teams to support capacity development for reporting on and implementation of the Convention on the Elimination of All Forms of Discrimination against Women.

47. At the outcome level — and in line with the principles embodied in the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action (A/63/539, annex) — anticipated results include more gender-responsive national development strategies, strengthened capacity of different branches of government and expanded resources and status for national machineries for women. Intergovernmental results encompass support for United Nations legislative bodies to strengthen their policy frameworks for gender equality. Proposed coordination results include United Nations Development Assistance Frameworks, implementation of a coordinated gender mainstreaming strategy across the United Nations system, and improved coordination results in the context of UNAIDS.

[15] This goal will also encompass a component of the support that UN-Women anticipates providing to the UNAIDS partnership to ensure that women's rights and gender equality are fully reflected in the United Nations response to the HIV and AIDS epidemic.

Development results framework goal 6: a comprehensive set of global norms, policies and standards on gender equality and women's empowerment is in place that is dynamic, responds to new and emerging issues, challenges and opportunities and provides a firm basis for action by Governments and other stakeholders at all levels

48. The intergovernmental results respond to two functions of UN-Women: (a) to provide substantive support to intergovernmental processes and (b) to strengthen coherence between the normative guidance generated by intergovernmental bodies and the operational support provided to national partners at country level. This goal will support intergovernmental processes in the development of global norms, policies and standards on gender equality and women's empowerment, including on new and emerging issues. It will feed back into intergovernmental discussions, good practices, lessons learned and overall implementation trends from the national level.

49. Results fall into three areas: (a) support for intergovernmental processes that specifically relate to strengthening global policy and normative frameworks on gender equality and empowerment of women, including on new and emerging issues; (b) engagement with a range of sectoral intergovernmental processes concerned with reflecting gender perspectives;[16] and (c) ensuring that the normative guidance is consistently reflected in the work of UN-Women at the regional and national levels, and that experience and knowledge generated in its operational work is channelled back into its normative support work.

50. Additionally, results that emerge from the strengthened coordination role of UN-Women are mainstreamed throughout the development results framework. These results prioritize changes in: (a) the implementation of United Nations policy commitments and accountability for gender equality; (b) the effectiveness of coordination mechanisms (e.g., United Nations country team gender thematic groups, Regional Directors' teams and regional coordination mechanisms, the United Nations Action against Sexual Violence in Conflict action plan, the Inter-Agency Network on Women and Gender Equality, etc.); and (c) the availability of technical resources to support stronger action by the United Nations on gender equality.

B. Management results framework

51. The management results framework presents four system-level output clusters that are essential to the support and delivery of the development results framework by UN-Women. These are: (a) to drive more effective and efficient United Nations system coordination and strategic partnerships; (b) to institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation; (c) to enhance organizational effectiveness featuring robust capacity and efficiency at country and regional levels; and (d) to mobilize and leverage adequate resources to enable UN-Women to strengthen its institutional capacity in line with

[16] Key opportunities over the next few years relate to processes and events such as the Millennium Development Goals process, Rio+20 (2012), the fourth High-level Forum on Aid Effectiveness (2011), UNCTAD XIII (2012), climate change talks, the quadrennial comprehensive policy review of operational activities for development of the United Nations system, the Global Forum on Migration and Development and the second High-level Dialogue on Migration and Development (2013).

the ambition and vision leading to its creation. The management results framework structure aligns with those anticipated by UNDP, UNFPA and UNICEF in their next plans. Each is described briefly below, highlighting the main outputs. Details are presented in annex II.

Management results framework output cluster 1: to drive more effective and efficient United Nations system coordination and strategic partnerships on gender equality and women's empowerment

Output 1.1. The capacity of UN-Women to lead, coordinate and promote accountability in the United Nations system generates increased coherence and greater effectiveness across the United Nations to implement commitments on gender equality and the empowerment of women (see General Assembly resolution 64/289, paras. 52 and 53)

52. This output focuses on how UN-Women will lead, expand, and support greater effectiveness and promote accountability across the United Nations system at the country, regional and global levels as follows:

(a) Country level: UN-Women will work as part of the resident coordinator system to coordinate an effective system-wide response to national priorities through joint programmes, and by mainstreaming gender equality into the main United Nations country team priority areas. UN-Women will support the coordinated work of gender specialists in United Nations bodies to promote a more coherent United Nations system response, gender equality outcomes in United Nations Development Assistance Frameworks, and more systematic involvement of gender equality advocates;

(b) Regional level: UN-Women will support Regional Directors' teams and the regional coordination mechanisms of the regional commissions to engage more systematically in mobilizing technical expertise for United Nations country teams to assess capacity gaps and join together to support national partners to improve the knowledge and evidence base on gender equality.

53. Global level: UN-Women will use its membership in high-level decision-making bodies to advocate for system-wide policies in key sectoral areas, as well as to secure enhanced commitments to comprehensive strategies on gender equality.

Output 1.2. Effective strategic partnerships between UN-Women and civil society organizations, particularly women's organizations and coalitions, will continue to play a critical role

54. UN-Women will work to ensure more systematic consultations with civil society at all levels, including establishing a civil society advisory group at the global level and, where required, at national and regional levels. In coordination with United Nations partners, UN-Women will develop joint advocacy initiatives with women's organizations and civil society partners, including women's rights networks, religious and traditional leaders, men and boys, youth groups, grass-roots and non-governmental organizations. Through the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women and the Fund for Gender Equality, UN-Women and the United Nations system will continue to provide grants directly to civil society organizations to support advocacy and combat violence, economic disparities and the advancement of women's leadership in public life.

Management results framework output cluster 2: to institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation

Output 2.1. Results orientation embedded in UN-Women programming and budgeting practices

55. Strengthening implementation of a results-based management approach is a priority for UN-Women. Work will build on the past efforts of the former entities, including updating an electronic results tracking system, linking results with budgets in the Atlas system, responding to past assessments and evaluations, and strengthening staff capacity in field offices on monitoring and results-based management. The aim will be to establish an integrated results-based management culture and support system to deliver on UN-Women mandates while ensuring coherence and synergy between the various levels.

Output 2.2. Internal systems that enable UN-Women to function as a global broker of knowledge on gender equality and women's empowerment

56. A key function of UN-Women is to serve as the hub/centre of knowledge and experience on gender equality and women's empowerment from all parts of the United Nations and to support national partners in producing country-level situation analyses on progress towards gender equality. UN-Women will support local cutting-edge research and evaluation, identify the best technical expertise from within and outside the United Nations system and support South-South exchange.

Output 2.3. An evaluation function and culture that generates evidence on implementation of the strategic plan for learning, decision-making and accountability in all areas of the work of UN-Women

57. As indicated in section VI.B below, the evaluation function will be governed by an evaluation policy and strategy in compliance with the evaluation standards and policies of the United Nations. All evaluations will support the identification of areas for further research and will feed into knowledge management systems.

Management results framework output cluster 3: to enhance organizational effectiveness, with a focus on robust capacity and efficiency at country and regional levels

Output 3.1. An effective, field-focused organization

58. The current UN-Women field presence, which is of varying size, scale and complexity in 75 countries[17] will be further institutionalized. It is thus critical to commit resources to support country operations through securing funding from the support budget for core staff capacity in the programme countries where UN-Women will have country offices. The drive in this direction started with the support budget for 2011 and the proposals for the support budget for 2012-2013 will further institutionalize field presence in light of the recommendations arising from the field capacity assessment.

[17] This includes 15 subregional offices headed by an international professional; 34 country programme offices headed by international staff and supported by programme funds; 26 country programme offices led by national professionals.

59. Based on the findings of the field capacity assessment, UN-Women is proposing that, by the end of 2013, it will have made significant strides in building internal capacities to offer a "standard model of support" to Member States. As stated in the Secretary-General's comprehensive proposal, "... emphasis could be placed on maintaining a minimum basic presence in those 80 countries ... Over time, the new entity would ideally have capacity in every country that requests support. Achieving that goal, however, will depend on resource availability" (A/64/588, para. 15). The proposed model is derived from resolution 64/289 and validated by the global partner survey and field visits, and by Governments and civil society organizations. The building of an effective field organization will follow a concrete strategy based on incremental growth, linked to country demand and availability of resources. The basic elements of this critical component of the strategic plan, inherent to the success of UN-Women, are presented in annex IV.

Output 3.2. UN-Women is formulating a comprehensive human resources management strategy that will ensure dedicated and quality human resources

60. The human resources management strategy will be completed and enacted by the end of 2011. Aligned with the United Nations Staff Regulations and Rules, this strategy will cover human resources management planning and policy, organizational design, recruitment and staffing, learning and talent management, performance workforce management, administration of benefits and recourse mechanisms. These measures will ensure that competent staff resources are in place, trained and motivated to achieve agreed results. UN-Women will ensure that it maximizes the potential and experience of all staff that have been consolidated from the existing four entities. Current staff capacity will be strategically assigned and managed to ensure delivery on the high expectations articulated in the founding resolution.

61. The human resources management strategy will assure timely staffing of vacant posts through a competitive and transparent recruitment process. Priority will be given to staffing presence in programme countries and expanding opportunities for systematic learning, career development and mobility. Performance management will be a key component of an incentive structure. A rotation policy will promote a critical mix of skills and enrich professional experience.

Output 3.3. Strengthened accountability, audit, and oversight capacities that support delegated authority

62. To optimize performance and impact, UN-Women will enhance oversight and monitoring through the application of risk management, internal audit, transparent reporting and the use of UNDP systems to monitor the implementation of audit recommendations. To ensure continuous performance improvement throughout the United Nations system, UN-Women will carry out periodic audits, independent administrative and programme-related internal audits, and investigations of alleged fraud, misconduct, harassment, abuse and/or other wrongdoing.

63. UN-Women will ensure accountability through the adoption of a country programme model featuring an internal control framework. In the countries where UN-Women will deliver the standard model of support, significant corporate-level investments will be made to rapidly establish internal control frameworks. According to the field capacity assessment, 18 countries currently have significant aspects of the

internal control framework in place. In those countries where UN-Women presence is smaller, some internal control framework roles might be carried out by the regional hub, but in such cases authority and accountability will remain with the country office. Since an internal control framework goes beyond operations and includes programmatic checks and balances at country and regional level to ensure a strategic, resource-smart and evaluable country programme, UN-Women will review the experience that has been gained of the UNDP Balanced Scorecard report, with a view to adopting a similar tool within UN-Women.

Management results framework output cluster 4: leveraging and managing resources

Output 4.1. Improved stewardship of resources

64. UN-Women will manage the resources entrusted to it in accordance with the Financial Regulations and Rules adopted by the Executive Board in April 2011. This will be achieved through: (a) strengthening and maintaining cost-effective and transparent systems of financial management and accountability; (b) supporting results-based budgeting of resources; (c) timely allocation and distribution of budgets; and (d) managing and reporting on financial transactions. UN-Women will strengthen its capacity for mitigating risks and ensuring associated accountabilities through forecasting, data compilation, analysis and oversight.

Output 4.2. An expanded and diversified resource base that meets the demand for the catalytic technical support and strategic grant-making of UN-Women

65. Resource mobilization and fund-raising activities will be guided by a strategic partnership and resource mobilization strategy that, inter alia, (a) taps traditional and non-traditional donors including the private sector, foundations and individuals; (b) builds partnerships and access to donor funds at the programme country level; and (c) utilizes information technology to broaden outreach to the general public. The strategy will include a blend of resource mobilization and communications to brand UN-Women in countries around the world. The strategy encourages diversity in sources and modes of funding, including the private sector, individual contributions and the Trust Fund in Support of Actions to Eliminate Violence against Women, thematic funds, and the multi-donor Fund for Gender Equality. UN-Women will prioritize timely and quality reporting to its donors, meeting both the quality standards of both donors and UN-Women, in accordance with its Financial Regulations and Rules.

V. Integrated resources framework

66. Please see annex III.

VI. Implementing and managing the strategic plan

A. Country, regional and global levels

67. The plan will be implemented at the country, regional and global levels through a wide range of partnerships. Key partners for UN-Women at the country

level include national machineries for women, line ministries, electoral commissions, legislative assemblies, law enforcement systems and local authorities. UN-Women will also work closely with the media, the private sector, foundations, academic institutions, religious and traditional leaders, and men and boys whose attitudes and behaviours are an essential determinant of the lives women and girls lead.

68. As described in annex IV, UN-Women proposes to move to a country programme model comparable to other United Nations agencies. The proposed approach allows for a strategic framework that will be developed in consultation with national partners. It will set explicit medium-term objectives and strategic results, avoiding fragmentation and ensuring more sustainable impact of interventions. Country programmes will respond to national priorities providing a foundation for the broader efforts of the United Nations system on gender equality and the empowerment of women as part of the United Nations Development Assistance Framework. The programmes would be aligned to the evolving modes of United Nations common country programming. Until such time as country programme models are adopted, the existing programming procedures of UN-Women will remain in place.

69. At the global and regional level, regional divisions will oversee the establishment of regional strategies as internal management tools to support the implementation of the global strategic plan. They will have as their basis the national priorities that UN-Women will be requested to support. With the adoption of the strategic plan, regional strategies will feature accountability frameworks that specify:

(a) The nature of technical and institutional support to be provided to UN-Women country presences;

(b) The commitments of UN-Women in support of United Nations system-wide coordination and coherence, as well as strategic support to the development of United Nations Development Assistance Frameworks;

(c) The commitments of UN-Women in support of global intergovernmental processes;

(d) Institutional strengthening to ensure a smooth transition to regional centres and country office presences.

70. Global and regional programmes in the five thematic areas of work will continue, with the primary goal of advancing these areas at the national level.

B. Monitoring, reporting and evaluation

71. Implementation of the strategic plan will be monitored in terms of progress towards development results, covering both the normative and operational areas at the outcome and goal levels, and the monitoring of outputs, especially those relating to organizational performance set out in the management results framework. UN-Women is building on lessons learned from previous evaluations to strengthen its internal monitoring and evaluation systems by: (a) building internal capacities at all levels; (b) setting credible and robust data and information systems; and (c) developing integrated monitoring, evaluation and research plans. Systematic reporting on

results and performance will be strengthened by internal tools, including programme progress reports, annual reports and the Atlas system. Integrated monitoring, evaluation and research plans will be developed by respective offices at the global, regional and country levels, with a focus on strengthening country-based monitoring and evaluation.

72. To support monitoring, reporting and evaluation UN-Women will gather baseline data on key results at the global, regional and country levels at which the organization plans to contribute. UN-Women will prepare an annual report for the Executive Board and the Economic and Social Council.[18]

73. UN-Women will promote coordination and accountability in the United Nations system through evaluation in three main areas: (a) fostering joint evaluations on gender equality and serving as a repository of evaluations in the United Nations system on gender equality and women's empowerment; (b) drawing on the opportunities offered by the United Nations system-wide evaluation processes (i.e., "Delivering as one" and United Nations Development Assistance Frameworks) for generating evaluative information on the United Nations system contribution to gender equality; and (c) actively contributing to the work of the United Nations Evaluation Group for the inclusion of a gender equality perspective in United Nations evaluations, through the development of guidelines and accountability frameworks.

74. The UN-Women evaluation function will be governed by an evaluation policy, which will establish the types, mandatory nature, roles and responsibilities for evaluation (including quality assurance) within the organization with respect to its normative support and operational work. The independent Evaluation Office reports directly to the Under-Secretary-General and Executive Director, and serves as the custodian of the evaluation function in line with United Nations norms and standards.

75. To ensure transparency and to strengthen accountability, evaluation reports and their management responses will be made available to the public. Management responses will be produced and tracked for both corporate/central and decentralized evaluations. Corporate/central evaluations will be used as key inputs for decision-making at the highest levels of UN-Women. All evaluations will support the identification of areas for further research and will feed into knowledge management systems.

76. UN-Women will strengthen evaluation capacity internally and among national partners. Internal capacities will be strengthened by enhancing support to the decentralized evaluation function through the presence of country monitoring and evaluation experts, regional evaluation specialists, and an enhanced Evaluation Office. (See annex V for the monitoring and evaluation framework.)

[18] Subject to the decision of the Executive Board on the strategic plan. See also resolution 64/289, para. 67 (d).